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# *United States Army Medical Research Acquisition Activity*

## *Business Plan*

**U.S. Army Medical Research  
and Materiel Command**



*April 2000*

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## **I. Introduction**

The U.S. Army Medical Research Acquisition Activity (USAMRAA) business plan compliments and integrates our strategic plan into a blueprint for action. The business plan is a critical tool that provides management with a detailed operational roadmap to guide future business endeavors. By applying a corporate philosophy that stresses employee involvement and empowerment, and through a commitment to continuously improving our processes and procedures, we seek to be the acquisition office of choice for our customers.

As we move into the 21<sup>st</sup> century, we eagerly embrace the initiatives of acquisition reform and challenge the status quo. The driving principles that promote faster, cheaper, and better quality products guide us in the conduct of our daily business.

USAMRAA's highly trained and certified acquisition professionals and support staff operate under a code of ethics dedicated to customer satisfaction, mutual respect for all employees, and apply the highest principals of fairness and equity when dealing with our suppliers.

We use strategic planning and innovative business practices to set future goals that will ensure success in the changing environment in which we must exist. Accordingly, USAMRAA takes pride in being a customer focused, performance based, organization. This business plan serves as the cornerstone of what USAMRAA strives to achieve and a blueprint for how we intend to accomplish our goals.

## **II. Corporate Summary**

The U.S. Army Medical Research Acquisition Activity (USAMRAA) is the acquisition arm of the U.S. Army Medical Research and Materiel Command (USAMRMC). We are located at Fort Detrick in Frederick, Maryland. USAMRMC is a subordinate command of the Army Medical Command, located in San Antonio, Texas.

USAMRAA's staff consists mainly of Defense Acquisition Workforce Improvement Act (DAWIA) certified contracting professionals. In executing the mission set forth below, USAMRAA personnel solicit, negotiate, award, and administer contracts and assistance agreements in support of a broad spectrum of services, materiel, and research and development efforts. USAMRAA is the principal conduit through which USAMRMC's demand for goods and services are met.

USAMRAA's funding profile is as follows:

- Approximately 50 percent funding is provided by USAMRMC to cover acquisitions directly related to the Command mission.
- The remaining approximate 50 percent is derived from external reimbursable customers on a fee for service basis.

USAMRAA's staff collectively developed a strategic plan designed to meet the organizational vision. The USAMRAA mission and vision statements, provided below, clearly indicate the forward global thinking and goal-oriented strategy that USAMRAA actively pursues.

### **Mission Statement.**

"The U.S. Army Medical Research Acquisition Activity provides high quality, timely, customer focused contracting guidance and acquisition solutions to the Commander, U.S. Army Medical Research and Materiel Command and to all of our customers who are supporting global U.S. military missions and national medical research interests. We take pride in providing the community an atmosphere that instills public trust and demonstrates good citizenship, and offering our staff an environment that fosters growth and well being."

### **Vision.**

"The vision of USAMRAA is to be recognized nationally as an enterprise that is a hallmark of excellence in providing world class acquisition products and related services."

### **Corporate Code of Ethics.**

USAMRAA is dedicated to good stewardship of our customers, employees and workplace through a strong ethical commitment of providing quality products in a timely fashion.

Customer satisfaction is our top priority. Our customers know us for the quality and value of the products and services we provide. We treat our customers with respect and understanding. We follow through on the promises we make.

We treat each other with fairness, respect and dignity, offering equal opportunities for employment and advancement to all individuals. Intimidation, harassment or discrimination on any basis is not tolerated.

We comply with all laws and regulations. We have a responsibility to understand the laws and how they apply to our jobs. We use confidential and proprietary information only for the purpose for which it was developed or provided.

We avoid conflicts, or the appearance of conflicts, between personal interests and official responsibilities.

We maintain our workplace as a safe, secure, healthy, and professional environment. We value the health and safety of each other.

### **Acquisition Reform.**

Acquisition Reform (AR) has been fully embraced at USAMRAA as we move forward into the 21<sup>st</sup> Century. We are quickly inventing and adopting innovative ways of doing business and providing all phases of contracting support to many customers throughout the globe. All USAMRAA employees understand the importance of our roles within the acquisition community and how acquisition reform initiatives contribute to our future viability within USAMRMC and Department of Defense.

We provide business alternatives to our customers through AR initiatives such as alpha contracting, commercial contracting, market research, best value acquisition, oral presentations, omnibus contracts, paperless procurement work directives, IMPAC (Credit Card) Program, Past Performance Evaluation Techniques, and many more. These initiatives will continue to be emphasized and expanded to meet the future needs of our customers.

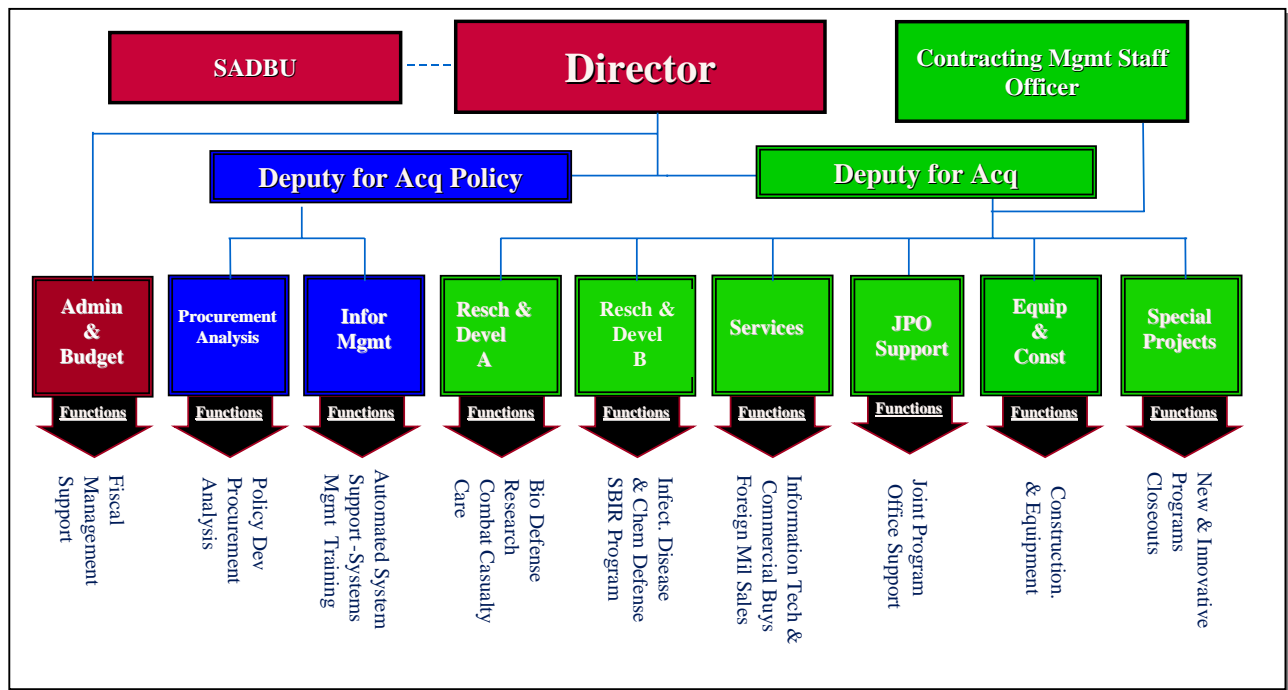
### **Strategic Planning.**

The USAMRAA corporate strategic plan provides the focus and future direction for the workforce as well as a framework for the development of this business plan. Components of the strategic plan include Mission, Vision, Goals, and an analysis of our strength, weaknesses, opportunities and threats (SWOT). The USAMRAA strategic planning Board of Directors (BOD) is responsible for oversight of the strategic planning process. The BOD convenes regularly to review progress in meeting established goals and recommend changes as necessary.

### III. Organization

#### Organization.

USAMRAA's staff is currently organized by functional commodity lines (i.e. services, construction, equipment, research, policy, administration, etc.).



**Figure 1, USAMRAA Organization Chart**

USAMRAA's managers function independently on a day-to-day basis in the execution of their duties as Branch Chiefs and Contracting / Grants Officers. However, from a corporate strategic planning standpoint, they function as a cohesive team. The managers meet regularly to review, evaluate, and recommend solutions to corporate problems to the Director of USAMRAA.

USAMRAA management encourages employee involvement through strategic planning group participation designed to empower employees by soliciting their input and making them part of the corporate policy setting process. Further, management and employees meet at least quarterly as USAMRAA stakeholders sharing information and exchanging ideas.

#### Staffing.

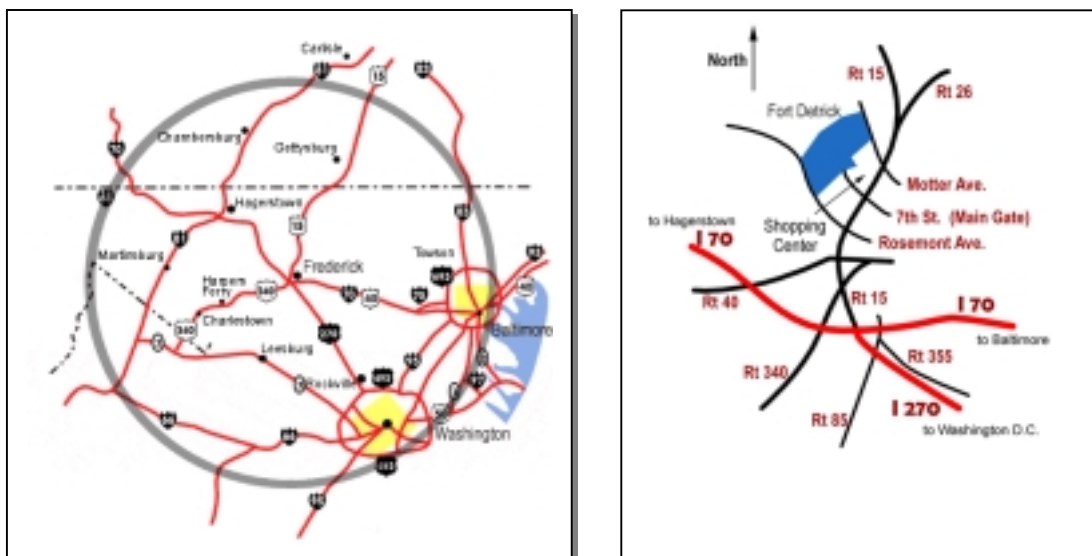
The staff of USAMRAA is highly educated and well trained. Nearly 60% of the contracting professionals hold a baccalaureate degree or higher. Additionally, 12 % have achieved Masters Degrees. The staff is 100% certified at the Acquisition Career level in which they are assigned, while 27% are certified above assigned levels. This certification means that all individuals have successfully completed or exceeded all education, training, and experience requirements.

USAMRAA has a continuing commitment to training its workforce. USAMRAA personnel attend a minimum of 2,040 hours of training each year. We will maintain this commitment to professional development into the future. There exists a very broad experience base in the staff, many of whom have served in other federal organizations in a wide variety of acquisition related assignments. The average length of federal service is approximately 14 years, which indicates a senior and well-dedicated workforce. Due to the ever-growing complexity of our customer's requirements, along with the new demands of federal acquisition reform, our staff is broadening its experience, training, and knowledge base to accomplish cross certification in other Acquisition related fields.

USAMRAA staff maintain memberships in the National Contract Management Association (NCMA), National Grants Management Association (NGMA), and the Federal Demonstration Project (FDP). Professional memberships in these organizations provide avenues to current trends, information, and new techniques that ultimately save time and money that have been and will continue to be translated back into the workplace. USAMRAA also has staff participating in internal Army and DoD task forces that are examining more efficient business practices in areas of acquisition and management. Our participation guarantees that USAMRAA remains current with both internal and external initiatives that impact our operations. USAMRAA is currently working with other Federal Agencies in the development of the electronic transmission of grant applications, electronic notification of grant awards and institutional profiles. These ongoing activities will ensure that USAMRAA maintains its competitive advantage well into the future.

**Location.**

Strategically located approximately 50 miles from two major metropolitan cities and three major commercial airports, USAMRAA and Fort Detrick are easily accessible from numerous state and local highways in Frederick, Maryland.



### Figure 2, Area Maps

**Facilities.**

USAMRAA is centrally located at the Ft. Detrick site, providing easy access for all customers. The Activity is equipped with state-of-the-art information and automation technology. USAMRAA has invested extensive resources in support of video conferencing and satellite communication capabilities as well as upgrades to our computing capabilities to facilitate paperless contracting.



## IV. Business Strategy and Implementation

### The Business Environment.

Changing federal acquisition methods over the past decade have precipitated the need to conduct our business utilizing innovative and cutting edge methods. In the past, government contracting had no competitors and existed as a monopoly. The business of acquisition is no longer tied solely to laws, rules and regulations. The new business environment requires a clear understanding of monopolistic competition rules and processes whereby government agencies compete with each other. This new environment challenges acquisition professionals to be subject matter experts, marketers, advocates, enablers and facilitators. Federal acquisition is a shared responsibility, accomplished through forged partnerships and coordinated actions with customers and stakeholders.

USAMRAA's primary responsibility is to support its core customers, the USAMRMC Head of the Contracting Activity (HCA), Laboratory Commanders and Directors, and all subordinate activities with world class acquisition services and product delivery. USAMRAA also provides outstanding support to a vast array of customers.

Core Customers	Reimbursable Customers
<ul style="list-style-type: none"><li>• Medical Research and Materiel Command Elements<ul style="list-style-type: none"><li>• USAARL</li><li>• USAISR</li><li>• USARIEM</li><li>• USAMRICD</li><li>• USAMRIID</li><li>• WRAIR</li><li>• TATRC</li><li>• USACHER</li><li>• USAMMA</li><li>• USAMMDA</li><li>• Health Facility Planning Agency</li><li>• U.S. Army Medical Information Systems &amp; Services Agency</li></ul></li><li>• Fort Detrick Garrison</li><li>• Fort Detrick Tenants</li><li>• Sites "R", "C" &amp; "D" Fort Detrick</li></ul>	<ul style="list-style-type: none"><li>• Congressionally Directed Research Programs</li><li>• Office of the Secretary Defense, Small and Disadvantaged Business</li><li>• Office of the Secretary of Defense, Health Affairs</li><li>• Office of the Surgeon General</li><li>• Joint Program Office – Biological Defense</li><li>• Armed Forces Institute of Pathology</li><li>• U.S. Special Operations Command</li><li>• U.S. Army Information Systems Engineering Command</li><li>• U.S. Airforce Natural Resource Branch (Eglin AFB)</li><li>• U.S. Army Research Development Acquisition Information System Activity</li><li>• Defense Advanced Research Project Agency</li><li>• National Oceanic and Atmospheric Administration</li><li>• Columbus AFB</li><li>• Armed Forces Pest Management Board</li><li>• Joint Medical Logistics Functional Development Center</li></ul>

Table 1, USAMRAA Customers

USAMRAA provides acquisition services ranging from simplified purchases to multi-million dollar awards (including ACAT II Programs) for services, supplies, Information Technology (IT), construction, maintenance, and research and development requirements. USAMRAA is structured with individual branches designed to accomplish acquisition along functional and commodity lines.

## **Business Principles.**

Four core principles anchor USAMRAA's business decisions:

- Customer-Focused and Needs-Based
- Continuous process improvements
- Meaningful performance metrics, and
- Administrative and operational excellence.

**1. Customer-Focused and Needs-Based.** USAMRAA is committed to being responsive to our customers' needs. Management and staff exercise leadership in setting priorities for our customers by conducting stimulating and challenging training programs, acquisition conferences, dedicated outreach efforts, and by designing acquisition management tools tailored to each specific customer. Partnerships are forged to leverage the latest technologies, enhance performance, and facilitate communication.

This customer-focused philosophy includes a more active and integrated approach to delivery of products and services. USAMRAA offers customized technical and business assistance, provides subject matter training, and presents opportunities for more direct and personalized customer feedback.

**2. Continual Process Improvements.** USAMRAA supports a business approach that seeks process improvements and innovations. USAMRAA continually reviews and streamlines operations, freeing up resources to invest in expanding its business base and improving product quality. USAMRAA prides itself in developing and implementing cutting-edge improvements and initiatives that provide productivity gains and service enhancements to meet our performance goals. To gain significant efficiencies in operational and administrative processes, USAMRAA strives to develop and improve business methods ranging from minor changes in branch workflow to complete revamping and restructuring of major organizational and operational procedures. USAMRAA will achieve this end through its commitment to continual dynamic business process improvement via the establishment and certification to ISO 9002 standards.

**3. Meaningful Performance Metrics.** Dramatic changes have occurred in recent years with respect to determining programmatic success. USAMRAA recognizes these changes and has adopted performance management as a significant tool to measure and improve customer satisfaction and achieve program goals.

Strong emphasis is placed on personal responsibility and accountability, contractor performance and programmatic success. Performance measurement has been incorporated into program design, planning, budgeting, reporting, and evaluation. ISO 9000 efforts incorporate checks and balances reflecting the need to standardize successful processes to consistently meet customer

requirements - while encouraging creativity and innovation.

**4. *Commitment to Administrative Excellence.*** USAMRAA is committed to being a performance-based organization. Toward this end, USAMRAA continues to conduct annual performance assessments, utilizing multiyear planning models required by the Government Performance and Results Act (GPRA), and improves its use of data base technology and information systems capabilities to better manage resources, product development and delivery, as well as customer feedback.

### **The Business Model.**

USAMRAA's Business Model begins with an understanding of our customers' need for our products and services.

A determination and understanding of our customers' needs hinges upon the execution of a comprehensive marketing and outreach plan. A critical element of this plan is the alignment of USAMRAA's capabilities and business product lines to the customers' requirements.

This business model centers on the following four principles from our Mission Statement:

- Quality Products
- Our Customers
- Ourselves, and
- Our Community

**1. *Quality Products.*** USAMRAA strives to produce and maintain high quality products. However, we recognize the need to continually improve our products and processes based on customer input.

**2. *Our Customers.*** USAMRAA's principal reason for existence is to satisfy and be responsive to the customers' needs. We solicit and analyze customer feedback, determine customer service areas requiring improvement, and implement changes to support their needs.

**3. *Ourselves.*** USAMRAA seeks to achieve customer satisfaction via an effective, flexible, customer-focused organizational structure. USAMRAA is a knowledge-based organization with employees that have a high degree of technical knowledge necessary to efficiently complete the acquisition process. This philosophy is the foundation to USAMRAA's prominence in the Acquisition community.

**4. *Our Community.*** The consistent quality of our product is influenced by the public and private sectors. USAMRAA's acquisition prominence requires that we be involved in our surrounding community to produce a mutually beneficial relationship.

## **Operational Plan.**

USAMRAA is dedicated to the concept that its operational structure must 1) Support the development of shared vision and goals, 2) Encourage systematic planning decisions, 3) Allow for continual performance assessment, 4) Promote cooperative teamwork and, 5) Exhibit administrative efficiency.

As our business principles indicate, USAMRAA is dedicated to being customer-focused. To meet that commitment, our operational plan must outline how we can manage our acquisition program and integrate the customer into the acquisition process.

**1. Clear and Shared Goals.** The business environment in which USAMRAA operates is ever changing. In order to meet the needs of the customer the Activity must be able to forecast its requirements by planning strategically. USAMRAA is performing under a strategic plan that outlines comprehensive goals. These clear and shared goals, which establish our organizational benchmarks, bind diverse organizational elements into a cohesive working unit.

**2. Systematic Planning.** With comprehensive goals clearly established, USAMRAA has expended extraordinary efforts on the development of long term business, marketing, and resource planning. Following the lead of successful Government Reinvention models and the Government Performance Results Act (GPRA), USAMRAA has accepted and employed key strategic planning elements that have resulted in greater efficiencies and improved product. USAMRAA is committed to investing the resources necessary to continue this strategic plan well into the future.

**3. Performance Assessment.** Section VII, Organizational Assessment and Performance Measurement, discusses in great detail the initiatives undertaken by USAMRAA to ensure that its products are timely and of high quality. Additionally, the Activity confirms the value of its output through the use of customer surveys, Procurement Management Reviews (PMR's), and Procurement Management Assistance Program (PMAP) visits by Department of the Army personnel.

**4. Teaming.** In addition to the FIRST program, USAMRAA performs its acquisition mission in an integrated and streamlined team environment. USAMRAA's teams practice a "hands-on", highly responsive and customer-oriented way of doing business. They ensure the delivery of a full range of acquisition products representing innovative and novel methods of procurement.

**5. Administrative Efficiency.** USAMRAA recognizes the need to continually strive for administrative efficiency. Along with continual performance assessment as noted in item 3 above, various Process Action Teams (PATs), working groups, and in particular the USAMRAA management team, reviews administrative procedures and recommends various solutions.

## **V. Market Planning**

Market Planning is a key element of the Business Plan. It is being developed and will be included at a later date.

## **VI. Products and Services**

### **Introduction.**

USAMRAA is authorized to award the entire spectrum of contract and assistance products necessary to support research and development, base operations, and other reimbursable requirements. Proposals and bids are solicited and awards generated utilizing USAMRMC's Broad Agency Announcements, Program Agency Announcements, Department of Defense Small Business Innovation Research Program solicitations, Request for Proposals (RFP's), and Invitations for Bids (IFB's).

### **Products and Services.**

**1. FIRST Support.** USAMRAA has established an acquisition planning support group to assist customers in the planning, design, development and execution of clear and concise procurement and assistance packages. The goal of this group is to develop teaming relationships with customers and suppliers by integrating all participants into the acquisition process. FIRST assures the following:

- A clear understanding of the customer's mission and specific acquisition requirements
- Complete advance acquisition planning information
- Assistance with program, project and requirement development
- Superior advice to customers on acquisition business issues

**2. Contracting Services.** USAMRAA provides services to support customer needs ranging from multi-million dollar procurements to small requirement actions for services, supplies, information technology, construction, maintenance, and research and development requirements. USAMRAA utilizes various contracting methods and acquisition reform approaches to support its customers' needs. USAMRAA offers conception to grave contract services.

**3. Assistance Products.** These instruments are comprised of grants and cooperative agreements. They provide the government with tools for public support of basic research initiatives to improve and develop preventive medicine measures and rapid treatment techniques to solve military medical threats of importance to national defense. USAMRAA is one of a few Army activities that are authorized to issue these products.

**4. International Merchant Purchase Authorization Card (IMPAC) Program.** USAMRAA actively promotes the use of the government credit card program. The use of the IMPAC credit card is mainly for actions under \$2,500. The Army and DoD directed goal for the IMPAC program for FY99 was 91% of all micro purchases should utilize the credit card. USAMRAA has exceeded that goal and has achieved a benchmark of 98%. Future plans for the use of the IMPAC card include the payment of invoices on contractual and assistance instruments.

The benefits to using the IMPAC card consist of shorter procurement lead time, reduced procurement administrative costs, potential savings resulting from acceptance of payment discount terms, and the elimination of prompt payment penalties.

USAMRAA has direct responsibility for the USAMRMC IMPAC Program, and cards issued pursuant to its authority.

**5. Other Services.** USAMRAA provides services to facilitate Intra and Inter Agency (IA) acquisition of products through the processing of Military Interdepartmental Purchase Requests (MIPR's). MIPR's, Memoranda of Understanding (MOU), and Memoranda of Agreement (MOA) outline terms and conditions supporting acquisition services provided to reimbursable customers.

## **VII. Organizational Assessment and Performance Measurement**

USAMRAA is a customer-focused organization that is committed to continuous improvement based on ongoing analysis, customer feedback and action. USAMRAA is an active participant in acquisition reform and utilizes initiatives that are aligned with improving the quality of the products and services offered to our customers.

Employees at all levels of USAMRAA are involved in strategic planning that is directed toward improving the products and services we offer. Employees are encouraged to challenge the status quo and seek new approaches in accomplishing activities in the most efficient and cost-effective manner.

### **Performance Measurement.**

USAMRAA takes a proactive approach to improving performance and ultimately providing a quality product through the development of assessment and measurement methods that include:

- The Solicitation and Award Advisory Board (SAAB) consists of a multi-functional team to review actions for regulatory and reform initiatives. This board applies sound business practices and provides recommendations to the corporate staff.
- A Contract Management Evaluation Team (CMET) and an Assistance Management Evaluation Team (AMET) promote continuous improvement of our products and expedite the process.
- A yearly Performance Management Review (PMR) is conducted to assess the organization's processes, compliance to regulatory requirements, and implementation of acquisition reform initiatives and best business practices.
- Every 3 to 5 years the Assistant Secretary of the Army (Acquisition, Logistics and Technology) accomplishes a Performance Management Assistant Program (PMAP) review that is similar in function to the PMR. This team provides assistance and assessment of the effectiveness and efficiency of our procurement activity through outcome based analysis.
- A yearly assessment of the strategic planning process is conducted. This assessment reviews the goals and objectives of strategic planning implementation teams and determines the achieved degree of success.
- Customer surveys and interviews are a vital part of our organization's performance and product evaluation, which allows us to align our resources to satisfy customer needs.
- The Laboratory Personnel Management Demonstration Project provides for a performance based compensation system for employees. Using specific performance objectives directly correlated to quality products and customer satisfaction provides an impetus to deliver a quality product or service that is timely and meets the customers expectation and requirements.
- Value added metrics such as cost per dollar obligated and quantity and cost of executing actions are used to measure our performance. We are well above the Army metrics.
- Meeting and exceeding Army established goals in acquisition areas such as:
  - Competition



- IMPAC Program
- Small Business Prime Contractors
- Small Business Prime Awards (8(a)+Direct)
- Small Business R&D, Historically Black Colleges and Universities and Minority Institution Programs
- Woman Owned Small Business, Small Business Set Aside Program
- HubZone Small Business.

USAMRAA also embraces the quality initiatives outlined in ISO 9000 in order to improve the results of our performance and provide the level of quality and confidence our customers expect and deserve. USAMRAA is in the process of preparing for ISO 9002 certification and is on schedule to receive its accreditation in 4<sup>th</sup> quarter FY 2000.

An ISO 9000 quality system provides confidence that our products and services will meet customer expectations and requirements. The system includes a corrective/preventive action system that identifies opportunities for quality improvements.

USAMRAA personnel have been trained to serve as Lead and Internal Quality Auditors to provide continuous surveillance and ensure the requirements of ISO 9000 standards are met, maintained and corrective actions implemented as required. The ISO 9000 Program will also be reviewed annually by external auditors to ensure the quality of the system and to maintain certification.

USAMRAA is developing quality procedure manuals that accurately represent the quality of our operational system.

Once ISO 9002 accreditation is achieved, USAMRAA will have an established surveillance and maintenance program that ensures high quality products and services will be maintained and continuous improvements realized well into the future. The Maintenance Program includes:

- A review of current documentation,
- Interviews with USAMRAA personnel to ascertain changes,
- Modification of quality manual and procedures as needed; and
- Performance of internal audits to ensure corrective actions are taken to eliminate any audit deficiencies

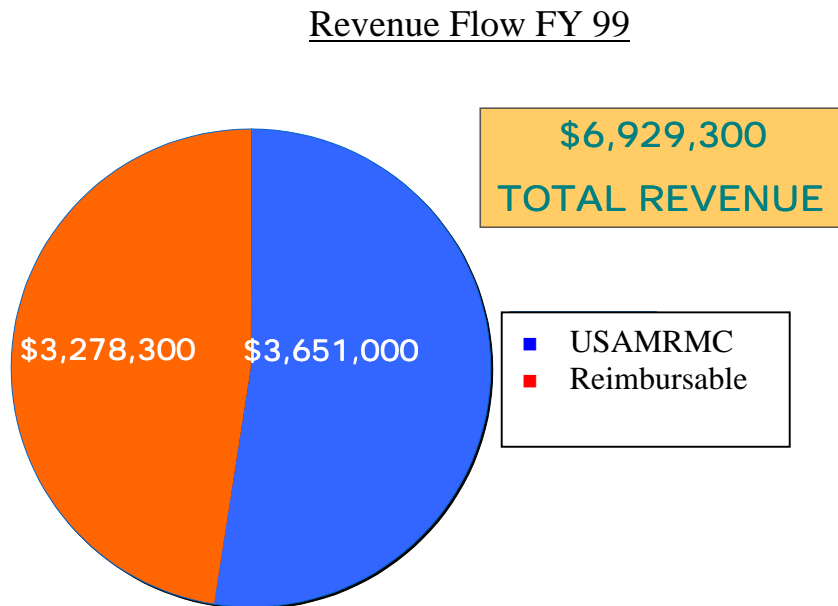
## VIII. Financial Planning

### Revenue.

USAMRAA has developed an entrepreneurial spirit in its financial planning that carries over into its day-to-day activities. From a corporate perspective, USAMRAA seeks new business partnerships within and outside of the USAMRMC environment. Revenue flows to USAMRAA from two major sources, USAMRMC core funding and reimbursable dollars from external customers.

The USAMRMC core funding directly supports Command programs and the base operations for Ft Detrick Garrison. The reimbursable or fee for service relationship with external customers allows USAMRAA to grow past the level sustainable with strictly USAMRMC budget funding.

The reimbursable budget supports the cost of additional personnel to meet the needs of the reimbursable customer and promotes exceptional training and education opportunities for our workforce, and provides us with state of the art information technology. The USAMRAA fee for service charge is calculated in terms of a percentage of dollars obligated or flat negotiated fee.

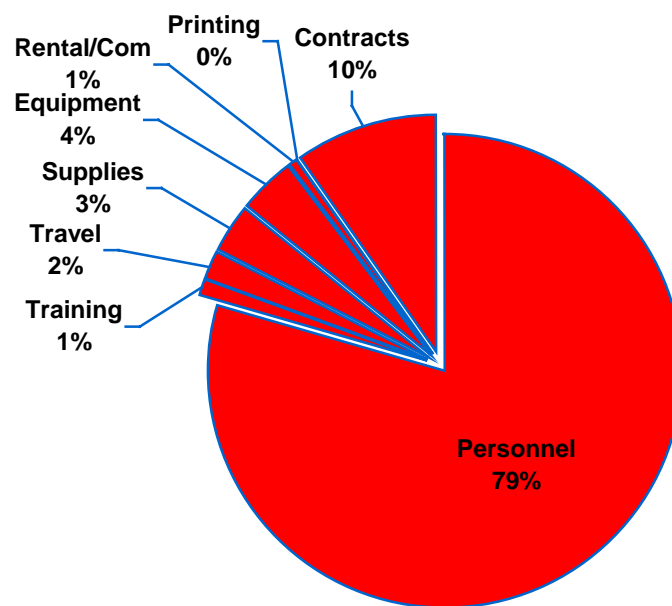


**Fig. 3 Data Source: USAMRAA Office of Administration and Budget**

## Operational Costs.

Resources are expended primarily on personnel. Although our business of contracting is labor intensive, automation initiatives are always on-going to help each member of the workforce achieve a greater threshold of productivity. A significant amount of funds is also expended for service contracts to support our internal business needs such as the management of information and contract closeout services. The chart below illustrates a typical annual expense flow.

### Operational Costs



Note: Printing Costs are less than .5%.

**Fig. 4 Data Source: USAMRAA Office of Administration and Budget**

Figures 3 and 4 above are the basis for USAMRAA's Income Statement for FY99.

USAMRAA  
INCOME STATEMENT  
FY99

Income:

USAMRMC Direct Command Funding	\$3,651,000
Congressional Directed Fee for Service	2,635,000
Other Fee for Service	<u>643,000</u>
<b>Total Income</b>	<b>\$6,929,300</b>

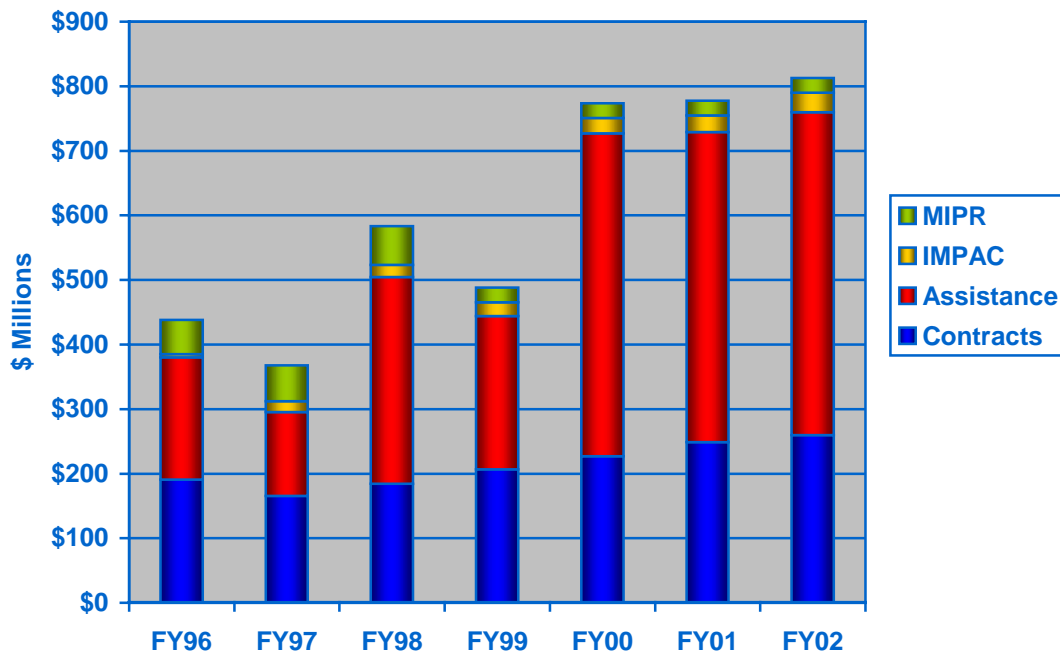
Expenses:

Labor	\$5,247,200
Travel/Training	116,900
Support Contracts	887,000
Equipment/Supplies	645,000
Other	<u>33,200</u>
<b>Total Expenses</b>	<b>\$6,929,300</b>

## Sales.

USAMRAA sales are measured by yearly funding obligations. FY98 & 99 obligations have shown a steady growth in our output over FY96 & 97. This growth is due primarily to an increase in Congressionally Directed and reimbursable programs. Based on review of proposed congressional appropriations and reimbursable initiatives, this trend is expected to continue into the foreseeable future. A chart of USAMRAA's recent obligations and future expectations is depicted below.

### Yearly Obligations



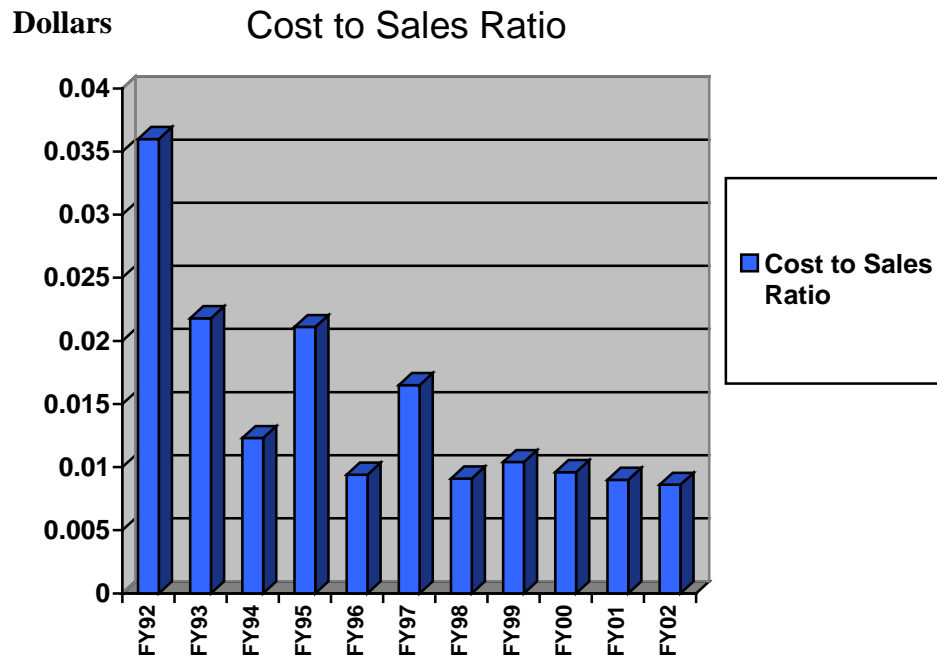
**Data Source: SAACONS, SPS and ERMS**

**Note: FY 00 through 02 are projected**

**Fig. 5**

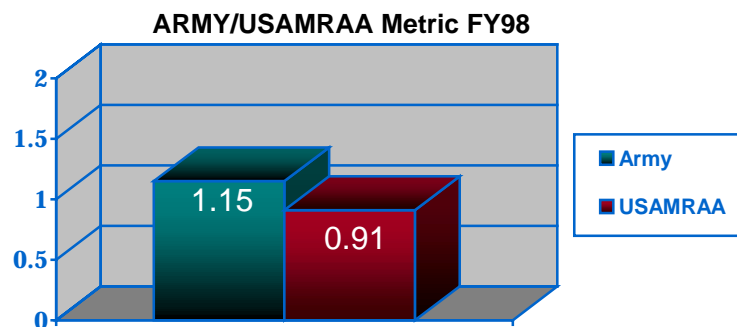
## Cost Metric.

Comparing USAMRAA's expenses to its sales discloses an important metric within the Department of the Army, Cost to Sales Ratio. USAMRAA has produced a trend steadily decreasing Cost to Sales Ratio as illustrated below. Given USAMRAA's entrepreneurial ability to manage our own budget relative to its sales (obligations), and our strong commitment to customer service and acquisition reform, our goal to maintain this ratio among the best in the Army, will be achieved. (see Fig 7, below)



**Fig. 6 Data Source: SAACONS, SPS and ERMS**

Note: FY 00 through 02 are projected



**Fig. 7 Data Source: SAACONS, SPS, ERMS & DA**

USAMRAA has a diverse customer base. Our corporate viability is directly related to the number and diversity of our customers.

## **IX. Appendix - ACRONYMS**

ACAT – Acquisition Category

AFB – Air Force Base

AMET – Assistance Management Evaluation Team

AR - Acquisition Reform

BOD - The USAMRAA Strategic Planning Board of Directors

CDMRP – Congressionally Directed Medical Research Programs

CMET – Contract Management Evaluation Team

DAWIA - Department of Defense Acquisition Workforce Improvement Act

ERMS – Extramural Research Management System

FDP - Federal Demonstration Project

FIRST – Fully Integrated Response Support Team

FY – Fiscal Year

GPRA – Government Performance and Results Act

HCA - Head of the Contracting Activity

IA – Intra and Inter Agency

IFB – Invitation for Bids

IMPAC - International Merchant Purchase Authorization Card (Credit Card) Program

ISO – International Standards Organization

IT – Information Technology

MIPR – Military Interdepartmental Purchase Requests

MOA – Memoranda of Agreement

MOU – Memoranda of Understanding

NCMA - National Contract Management Association

NGMA - National Grants Management Association

PAT – Process Action Teams

PMAP – Procurement Management Assistance Program

PMR – Procurement Management Reviews

RFP – Request for Proposals

SAAB – Solicitation and Award Advisory Board

SAACONS – Standard Army Automated Contracting System

SPS – Standard Procurement System

SWOT - Strengths, Weaknesses, Opportunities and Threats

TATRC – Telemedicine and Advanced Technology Research Center

USAARL – U.S. Army Aeromedical Research Laboratory

USACHER – U.S. Army Center for Environmental Health Research

USAISR – U.S. Army Institute of Surgical Research

USAMMA – U.S. Army Medical Materiel Agency

USAMMDA – U.S. Army Medical Materiel Development Activity

USAMRAA - U.S. Army Medical Research Acquisition Activity

USAMRICD – U.S. Army Medical Research Institute of Chemical Defense

USAMRIID – U.S. Army Medical Research Institute of Infectious Diseases

USAMRMC - U.S. Army Medical Research and Materiel Command

USARIEM – U.S. Army Institute of Environmental Medicine

WRAIR – Walter Reed Army Institute of Research